



BRC LEADERS' SUMMER SCHOOL 2023

DELEGATE ONBOARDING BOOKLET

"To grow and develop the most exceptional leaders
imaginable for the industry"

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BRC LEADERS SUMMER SCHOOL

WELCOME

Welcome to the **BRC Leaders' Summer School**, we are delighted that you are joining us for the Summer School in the grounds of Ashridge House Estate for 2023. This module contains essential information to support in preparing you for the programme and key activities to complete ahead of the first residential – **it is important that you take the time to read this information thoroughly before you arrive at the residential.**

We have taken our legacy of OSS Retail (formerly Oxford Summer School) and created a learning experience that will be experiential, thought provoking and inspiring for all leaders. Our previous residential Summer Schools (Foundation & Academy) have evolved to be the now Emerging Leaders and Transforming Leaders, recognising the leadership roles you represent within the retail sector.

This will be our 93rd year as part of the history of OSS Retail but our second at Ashridge House. The lenses of our Summer School are **People, Purpose, Planet and Profit** – key megatrends that continue to impact our industry both now and most certainly in the future. Throughout the course you will be challenged and inspired to consider how you can have influence on the retail sector to create a more sustainable future for us all, now is an opportunity to create this change as the world aligns with its values and purpose. Our school values of **Inclusivity, Integrity and Ingenuity** will thread throughout the Summer School, and these will be brought to life by our contributors, our thought leaders, the content, and our delegates.

The Summer School spans over the summer period but with an agile approach, allowing you to learn in the flow of life and work. You will have ongoing support from a dedicated Group Coach to truly experience the social learning element of the Summer School along with individual development outcomes that you will identify through our bespoke self-assessment tool in partnership with Truthsayers Neurotech®. Further information on this can be found later in the document.

When you arrive at Ashridge on the 6th June you will have a digital agenda of what to expect over the 3 days as well as access via our learning platform and BRC Learning app.

Our team will also be on hand throughout the Summer School, helping to create a unique learning experience which culminates in our final residential on the 26th & 27th July where we will review the final standings from the project or simulator work, present to a final panel and have your last group coaching sessions to evaluate your learnings. This is a fantastic opportunity to network with the groups, to consolidate your learning and to explore the practical solutions that help to make the future a successful one for you and your teams.

It is great to have you with us this Summer and I look forward to meeting you at Ashridge House Estate on the 6th of June and continuing this development journey together. If you have any questions, then please feel free to contact me by e-mail at vicki.young@brc.org.uk



Vicki

Vicki Young
Head of Leadership Programmes
BRC Learning

THE LEARNING PLATFORM

If you are reading this, then you have successfully navigated to your course page on the Learning Platform! The system has been set up to help guide you through your onboarding, the residential days, online live sessions, and your on-demand learning.

We recommend bookmarking the <https://www.brclearning.org.uk> and now would also be a good time to download the Apple or Android BRC Learning App. You can find these in the Apple and Google App stored by simply searching 'BRC Learning'. Please note that the Android experience can vary by device but do let us know if you have any issues.

There are some learning materials that are available to you now and more learning will be released each Monday - Wednesday (from the 12th June) throughout the programme. As modules are released you will receive notifications via email and the app if you have downloaded it and allowed notifications. You will have also received an email with the calendar invites to all the in-person and live online sessions and associated Zoom links.

As you complete your learning, the system will guide you through to whatever is coming next, and you are always able to go back to review, revise, and revisit anything you have already seen.

Please note you can toggle on the subtitles in each video and if you need any additional support throughout the programme, please do get in touch with the BRC Learning Team via brclearning@brc.org.uk or speak with your Group Coach.

You can also add a profile picture and change your settings from the main navigation bar and visiting 'profile'.

Following the close of the programme in July you will be sent a PDF of all your individual learning thoughts, reflections, and questions that you have answered via your online notebook, and you will have access to the programme materials until Spring 2024.



PRE-PROGRAMME PREPARATION:

Please put aside approximately 2 hours to complete ahead of the first residential.

Prior to attending the Summer School there are several activities for you to complete within the Onboarding module, it is essential that these are completed or considered to set you up for success on the programme so please put aside an hour or two to complete these:

- ✓ Get familiar with the learning platform and download the app to access your learning on the go (see previous section)
- ✓ Complete your Truthsayers self-assessment tool by the 31st May 2023 (see below)
- ✓ Consider and prepare your Leadership Metaphors activity to bring to day 1 ('Getting ready for the programme module' - see page 5)
- ✓ Watch the pre-recorded videos within the Onboarding module to set your mindset for the school (see page 5)
- ✓ Familiarise yourself with our contributors on the home page of the Learning Platform
- ✓ Spend time with your line manager to explore your learning intentions for the course (see page 6)
- ✓ Update your Leadership: Intro questions to capture your learning intentions (at the end of the onboarding module)

Conscious Leadership & Truthsayers Neurotech® Self-Assessment

What is Conscious Leadership? There are a few ways we might describe conscious leadership and one we find helpful is from Forbes:

“Conscious leaders operate from their heart, lead with transparency, and are committed to their own growth to expand their self-awareness and ability to serve,” “They’re tuned in to themselves, their mission and their community, and use their business as a tool for personal, spiritual, and professional growth.”

At the heart of conscious leadership is **self-awareness**. This not awareness in a traditional sense, where we talk about our strengths and weaknesses it is about our history, our biases, the things that have shaped us. It invites us to take a deeper exploration into what it is that makes us human. Secondly, we are invited to be **aware of others**, their stories, their lived experiences, this requires us to be shaped by the narratives of others. Thirdly, is an **awareness of the system**.

Conscious leadership is about moving from meeting only my own needs and my need for success to a more collaborative, collective mindset where there is a conscious choice of: *I do this for the benefit of the larger system.*

Sometimes we describe this move as one from egocentric to ethnocentric to ecocentric, from **Ego** to **We-go**, from **Me** to **We**.

There are several ways in which we are going to support you in this conscious leadership journey at the summer school:

1. Inviting you to completing your Leadership survey with Truthsayers Neurotech®
2. Introduce you to key aspects of how we can develop this conscious leadership with The Argonauts
3. Explore with your Group Coach your own increase in awareness and developmental commitments
4. Receive access to a suite of short films during the virtual bridge that cover a variety of topics to enhance your conscious leadership journey. This will be released weekly.

Prior to the start of the school, as part of your welcome e-mail you will have a personalised link and invitation to partake in the Truthsayers self-assessment tool. It is important that you complete this by the 31st May 2023, the survey should take no longer than 10-15 minutes to complete. It is advisable to complete this when you have time to concentrate and avoid distractions as this could impact the output from the survey.

Leadership Metaphors Activity

As part of your preparation for the Summer School, we ask you to complete a 'Leadership Metaphors' activity which you can find within your onboarding module. Be prepared to share your thoughts, or metaphors, at the first residential with the rest of your group and take the time to complete your initial reflections within the onboarding module.

Onboarding Videos

As part of your onboarding, it is essential that you watch the **Complex Context** video montage, this captures the themes of now and will give you some key messages that will continue throughout the course of the Summer School.

In addition, to support you in setting your mindset for the course and the 4 lenses of **People, Planet, Profit** and **Purpose**, our lens owners have created a short video for each lens for you watch ahead of the first residential.

As you watch the videos start to think about your own reactions to the content, what are you starting to think about what our lens owners are saying and how would you like to explore this further during the course.



Contributors

We consider ourselves privileged to have such a wealth of knowledge that our contributors bring to the Summer School, whether this be as a lens holder, or a 'bridging the gap' expert or a keynote speaker. Within the learning platform you can see a range of the contributors that you will be exposed to throughout the course of the Summer School, take some time to understand what each individual, or organisation may bring to the content and consider any specific questions you may wish to ask them. On the next page is a summary of supporting companies and further information can be found on the system.



Time with your Line Manager

Before attending the school make some time to sit with your line manager to discuss your personal learning intentions for the programme and how this may link to the business objectives. You may also want to consider any additional stretch objectives that you would like to tackle at the residentials of the school such as leading a group activity, presenting, or challenging yourself to focus on an area that you are not as comfortable or familiar with.

Within the Onboarding module, you will have a space where you can capture your learning intentions under '**Leadership Introductory Questions**'.

Key Dates

When	Where	What
22 nd May – 5 th June 2023	Remote (direct)	Onboarding Instructions shared: <ul style="list-style-type: none"> - Access to the learning platform - Pre-reading/video viewing - Self Assessment tool completion - Complete learning intentions for the course
6 th – 8 th June	Ashridge House Estate	Residential 1: <ul style="list-style-type: none"> - Protected time without distractions - Post review of learnings
14 th June 2023	Virtual (2pm-5pm)	E-learning content/Live session Coaching Group Project work
21 st June 2023	Virtual	E-learning content/Storytelling Live session Project work
28 th June 2023	Virtual	E-learning content/Live session Coaching Group Project work
5 th July 2023	Virtual	E-learning content Project work
12 th July 2023	Virtual	E-learning content/Live session Coaching Group Project work
19 th July 2023	Virtual	E-learning content/Live Project work
26 th – 27 th July 2023	Ashridge House Estate	Residential 2: <ul style="list-style-type: none"> - Protected time without distractions - Post review of learnings & 'so what'

GETTING READY FOR THE RESIDENTIAL

Travelling to Ashridge House Estate

Address – Ashridge House Estate, Berkhamsted, Hertfordshire, HP4 1NS [click here](#) for directions to the estate if you are driving

Parking – Ashridge has a large amount of onsite parking for delegates & visitors, upon arrival please follow the signs for the Visitors car park and make your way to reception to check-in. Cars can also be parked closer to the residential side of the estate once you have your room key.

Rail travel & shuttle bus service – Berkhamsted station is situated approximately two miles from Ashridge and a complimentary shuttle bus operates between the station and the estate at peak times. If you require collecting on the shuttle bus, you **must** inform us to book a space for you on the bus – contact vicki.young@brc.org.uk to confirm your train arrival time and reserve a space on the bus.

Alternatively, taxis to the estate take 5-10 minutes at an average price of £10 for a one-way journey.

Arrival time – Delegates are invited to arrive between 7.30am and 9.30am on both the 6th of June and 26th July, giving you plenty of time to settle into your room and familiarise yourself with the grounds. The programme will officially start at 10.00am on the 6th of June and 9.30am on the 26th of July.

Departure time – The first residential will finish no later than 4pm on the 8th of June, the shuttle bus will be available to take delegates back to Berkhamsted station if required but **must be pre-booked**. For the second residential we will finish no later than 3.30pm, the shuttle bus will again be available to take delegates back to Berkhamsted station (booking is required).

Early Arrival – If you have a long way to travel and would like to arrive a day before the course starts then we may be able to accommodate you at Ashridge House Estate for an additional charge, please contact vicki.young@brc.org.uk to check availability. Alternatively, there are several hotels local to the venue that are more cost effective and can be booked directly.

**If for any reason you believe you will arrive later than 10.00am please
contact one of the BRC Learning team on 07979 956267**

Registration & Check-in at Ashridge House

Upon arrival to Ashridge House Estate please head straight to the main Reception where you will be greeted by one of the team and given your welcome pack and pass. In some instances, your room may not be ready for you to check into straight away, in this scenario your luggage will be stored in a secure place until it is ready.



Each delegate will be given their own room to stay in whilst at the residential which includes a private ensuite bathroom, some rooms may be more modern depending on which area you are in. You will be given your access key to your private room upon check-in along with any codes to internal doors within the site. Each room has a hairdryer and iron for you to use along with a kettle and basic tea/coffee supplies.

If you have any accessibility needs whilst at the residential, please ensure that you highlight these to us ahead of the programme by contacting vicki.young@brc.org.uk.

Dress code whilst at the Residential

We want you to feel comfortable in your surroundings whilst at the Summer School and therefore the dress code is smart casual for both residentials. You will have the opportunity each evening to refresh ahead of dinner and whilst there is no expectation to dress up for dinner you may want to bring a change of outfit after a long day in the same clothes.

At the second residential we will be having a Gala Dinner celebratory meal, the recommended dress code for this is 'dress to impress' as we will be taking some professional photographs of our delegates.

If you intend to use the gym whilst at the residentials please remember to bring swimwear and appropriate gym attire – you will not be permitted to access these facilities if you are not dressed appropriately.

There are 190 acres of grounds at Ashridge House Estate, and you will be doing some movement between locations and outside so flat shoes are recommended.

Check the weather for the period you are at the residential, whilst we are in Summer it could be extremely hot, but the British weather can change so be prepared for all the elements!

Fitness at Ashridge House Estate

Ashridge House has a fully working gym and swimming pool which is open daily from 6.30am to 8.00pm, there will be time within the agenda for you to use these facilities if you wish to do so.

The pool and gym can be accessed at any time without the need for booking, there are also several classes and if you have the time you may want to attend one. These will need to be pre-booked, please visit the Lifestyle Centre for further details upon arrival.



The 190 acres of land at Ashridge provide plenty of space for you to either explore the glorious grounds, go for a walk or a run so please bring appropriate footwear.

Meals & Refreshments

Breakfast, lunch & dinner is included whilst you are at the residential. Breakfast is served between 7am and 9am, lunch between 12.30-2.00pm and dinner from 7pm to 9pm. Apart from breakfast all other meals have been scheduled around the agenda for the 3 days. If you have notified us of any dietary restrictions then the chef will have taken this into consideration, when getting your food just let one of the team know and they will show you what dishes are available for your needs.

Teas, coffees, and water will be available throughout the day at the residential free of charge, there are several water stations across the site, so **it is recommended that you bring a refillable water bottle** with you to top up.



Within the forecourt of Ashridge House there is a Bakehouse Café which is open from 9am to 5pm daily serving coffee, sweet treats, and baked goods. There is an additional charge payable by individuals for anything purchased in the café.

The bar will be open each evening until 11pm serving soft and alcoholic drinks, any items purchased here are payable by the individual/group at the time of purchase. For the 7th of June and 26th July there will be some alcoholic and non-alcoholic drinks provided as part of the evening festivities. If any individual or group requires alcohol, or alternative soft drinks, with any other evening meal this is payable directly to the bar.

You may wish to bring any additional snacks or soft drinks for your own consumption within your room, food and drink not purchased onsite will not be able to be bought into the main meeting spaces. You should not bring your own alcohol.

Ashridge House Estate is a cashless venue, and all purchases must be paid for by delegates at the time of purchase.

Laptops/Tablets & Wi-Fi

You are welcome to bring your laptop or tablet with you whilst at the residential to access the learning platform or start to work on your projects on day three of the first residential, for the Transforming Leaders a laptop will be required on the final day of the first residential. Laptops will not be provided by BRC Learning.

There is a strong Wi-Fi connection across the whole of Ashridge House Estate, the password will be given to you upon check in to the venue.

Psychological & Physical safety

Learning happens at its best and deepest when we are in psychologically safe spaces. Spaces where we can share without fear of judgment and feel that we are able to turn up as our authentic selves. We hope that the Summer School will bring a level of challenge to you, to your thinking and how you lead. Sometimes when what we know about ourselves or how we do things is challenged it can be uncomfortable and we might need support to be able to be *'comfortable with this uncomfortableness.'*

Also, we know that for many of us this may be the first face to face learning experience for 3 years and it could feel strange; we are still adjusting to the trauma of lockdowns, covid and isolation.

You will be part of a small coaching group facilitated by a Group Coach. In this group you will be able to find some of the support you will need to be *'comfortable with any uncomfortableness.'*

Built into the programme are various times for reflection where you can slow down, take a breath, and take stock of where you are, and what you are experiencing and learning. Some of these reflective spaces will be outdoors and will be supported by Simon Hawtrey-Woore our dedicated outdoors coach. Beyond this you will also have the support of the broader BRC Leadership school team if needed.

This includes:

- Sam Mancey: Programme Manager for Emerging Leaders
- Emma Cushing: Programme Manager for Transforming Leaders
- Vicki Young: Head of Leadership Programmes at BRC Learning (Mental Health First Aider)
- Sam Redman: Programme designer (Accredited Coach)
- Rob Husband: Programme designer (Therapist and Counsellor)

If at any point you are struggling with any of the content, outside influences or the environment please do not hesitate to speak with your Group Coach who can signpost you as appropriate.

Whilst we do not anticipate any accidents these can occur, there will be First Aiders onsite to support with any physical injuries and incident reports as required. If you have injured yourself, or are feeling unwell, please speak with your Group Coach who will consult with the BRC Home Team to support you.

Harassment & Discrimination

Whilst we strive to create an authentic, open environment for our delegates there may be occasions where individuals feel that they are being treated differently, victimised, harassed or discriminated against.

If at any point during the duration of the course you feel this way then please contact us in confidence to explore the situation and take appropriate steps to ensure you feel comfortable, and any individuals involved are highlighted to us.

We do not want any delegate, contributor, coach, or guest to feel uncomfortable or be put in a compromising position. Just speak with one of the BRC Home Team or e-mail vicki.young@brc.org.uk.

Covid-19

There is no requirement to conduct any Covid testing as part of your attendance to the residential, in line with the current Government guidance. If, however you are experiencing any Covid-19 related symptoms then please make your Group Coach, or the BRC Home Team, aware and we will agree the best course of action.

Masks are not required to be worn at any place within Ashridge House Estate but if you feel more comfortable in wearing one then please feel free to do so. Sanitiser is available throughout the site for you to use regularly and we encourage you to do so.

Smoking & Vaping

There is no smoking or vaping within the bedrooms or indoor spaces at Ashridge House Estate, please use the designated smoking areas and dispose of any rubbish appropriately in the ashtrays provided. Once onsite you will not have an opportunity to leave to purchase items so, please ensure you bring enough tobacco/cigarettes/vapes with you for the duration of the residential.

TOP TIPS

Disconnect from work – this is your opportunity to immerse yourself into the learning opportunities presented to you so manage expectations of your colleagues and organisation that you will be unavailable. Put your out of office on and protect the Wednesday afternoon sessions in your diary.

Home life – the residential will be a very full agenda and you may not get the opportunity to contact home during the day, it is a good tip to manage these expectations up front although there will be time first thing in the morning and before dinner to reconnect with your loved ones.

Be open to the process – arriving at the Summer School with your mindset open to learning will bring impactful rewards as you progress throughout the course. If you are uncertain at any point then speak up, talk to your Group Coach, or a member of the BRC Home Team.

SOCIAL MEDIA POLICY

We encourage you to share your experience on social media whilst at the residential, and during the virtual programme. Please follow us on LinkedIn, Facebook, Twitter, and Instagram by clicking on the below links. Let your friends and network know what you are experiencing!

Follow @brcsummerschool on Instagram where some of our Group Coaches and contributors will be taking over and going live whilst at the residentials.

We will also be recording and taking photographs during the in-person programme which you will be able to access after the school.



ATTENDING ORGANISATIONS

We have delegates attending the Summer School from the following organisations, a real breadth of the sector and an opportunity for you to network with peers from different backgrounds and experiences:



THE 'TO DO' LIST

- Complete your Truthsayers Survey
- Watch the onboarding videos on the learning platform.
- Complete your Leadership Metaphors activity.
- Consider your learning intentions with your line manager.
- Block the time out of your diary
- Pack ahead of time for the residential
- Always wear your name badge whilst at the residential
- Keep to time as per the agenda, the timings are tight, and we do not want you to miss out.
- Switch off mobile phones, or place on silent/airplane mode whilst in live sessions.
- Consider your safety, and that of others, whilst at the residential
- Be opening to the learning environment that we are creating.
- Connect with your fellow delegates, the relationships you build at the programme will last a lifetime.
- Commit to the values of the school – Inclusivity, Integrity & Ingenuity

GENERAL INFORMATION

There will be several visitors throughout both residentials, this includes contributors. On the 7th June we will be holding a visitors' day for several of our customers and contacts so please be aware that you may see some unfamiliar faces within the live sessions observing the experience. In addition, on the Gala Dinner night of the 26th July we will be inviting key guests to join us for dinner to celebrate your achievements with you.

We are here to support you so if you have any questions or comments during the Summer School, or that are not covered within this document, please contact brclearning@brc.org.uk and we will be happy to help.

We hope you have an exceptional experience at the 2023 summer school 😊

 **EMERGING LEADERS**

 **TRANSFORMING LEADERS**

